



**THE JOINT STAFF  
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MEMORANDUM FOR: Distribution List

Subject: Military Education Coordination Council (MECC) Minutes

1. Thank you for participating in the 21 November 2007 MECC meeting. Your input and dedication add much to the continuing development of Joint Professional Military Education (JPME).
2. As the enclosed minutes indicate, we continue to make strides in JPME. The changes and initiatives taking place in education and training continue to support the Chairman's vision of developing strategically minded, critical thinking officers who are skilled joint warfighters.
3. The next MECC is tentatively scheduled for November 2007. In the interim, we will host two MECC working group sessions the first of which is slated for April 2007.
4. Please don't hesitate to contact me directly should you have any pressing concerns. I look forward to seeing you at the next meeting for another very productive session.

A handwritten signature in black ink, appearing to read "Arthur M. Bartell", is positioned above the printed name.

ARTHUR M. BARTELL  
Brigadier General, USA  
Deputy Director Joint Staff  
for Military Education

Enclosure

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## ENCLOSURE

### MILITARY EDUCATION COORDINATION COUNCIL (MECC) 21 NOVEMBER 2006

*Purpose of the MECC: To address key educational issues of interest to the joint education community, promote cooperation and collaboration among the MECC member institutions and coordinate joint education initiatives.*

1. The MECC was held on 21 November 2006 in the Joint Staff Conference Center, the Pentagon. An attendance list is at TAB A. A briefing book was distributed. (Enclosure 1).

2. **Opening Remarks.** Lieutenant General Sharp, Director, Joint Staff provided opening remarks and welcomed everyone to the meeting.

3. **"Once Around the Pattern."** COL Smith, J-7, provided an update on relevant J7 JEDD open actions (Briefing Book, TAB 4.) From the briefing, several points:

a. Regarding Language/culture/regional expertise education initiatives, the following points were raised:

- ✓ DJS comment: "Everyone likes language because it's measurable. We make it Language (big L) and culture (little c) instead of vice versa. We need to change that paradigm and start thinking about how to measure, or what items are measurable WRT culture."
- ✓ DJS comment: "At next MECC, let's discuss ideas for cultural awareness training – what are the trade offs, what help do you need at JS or OSD to make it happen, etc."
- ✓ ICAF Commandant comment: "Language education & training: One size does not fit all."

DJS Query: "Are the Combatant Commands being provided with the cultural and regional awareness-trained people they need?"

Action Item: Query CoComs to determine if they are being provided with the cultural and regional awareness-trained people they need (OPR: J7)

Action Item: Place Culture awareness training on agenda at next MECC. (OPR: J7)

Action Item: Place language and regional expertise education on agenda at next MECC (OPR: J7)

b. Regarding Strategic Communication (SC).

DJS query: – “How do we change campaign planning to include SC? We have the Military Decision Making Process (MDMP) – how do we put SC at the beginning and make it part of our Courses of Action, Commander's Intent, Strategic Objectives, etc? Who do we want to influence among our friends and enemies and how? We need to rethink planning for campaigns and different things we want to accomplish and make more effective use of the non-kinetic piece.”

The DJS mentioned that when he briefed the CJCS on his attendance at the MECC, the CJCS responded that he felt SC needed to be better understood and posed a question to share with the MECC, “Do we need to change our planning processes to put SC at the beginning of the Military Decision Making Process (MDMP) in order to ensure more consideration is given to the non-kinetic piece?”

Action Item: Place “Strategic Communication Way Ahead” on agenda at next MECC. (OPR: J7)

c. Regarding Central & South American Defense College Engagement.

- ✓ DJS comment: After a trip to South America, the VCJCS challenged the JS to meet with South and Central America more.

Action Item: Develop Central & South American Defense College Engagement Strategy, brief at next MECC. (OPR: J7, OCR: J5)

**4. CJCS Vision for Joint Officer Development.** Col Lynes, J7 updated a brief originally given in the tank in 2005. (Briefing Book, TAB 5.) CJCS’ Vision for Joint Officer Development (JOD) was published by General Pace in November 2005. (Briefing Book, TAB 12).

Summary: The focal point for JOD is the O6 community. By the time an officer reaches the rank of Colonel or Captain, the goal is to have a fully-qualified, inherently joint officer. As far as the learning continuum is concerned, we know the COCOMs want officers trained and ready for duty upon arrival. How do we transform JPME to competency-based learning? JPME must be complimentary to well-defined Joint Individual Training, which supports the COCOM needs. The idea of moving from JSO to JQO came from the Chairman’s vision – J1, J7, OSD (P&R) are currently working together on this.

- ✓ *DJS Comment* – CJCS has been in place now for a little over a year. CJCS would like some feedback on his vision. Is it still valid? Do we need to re-look? Do we have the right balance with education and training? Are there any issues you, the MECC body, think we need to delve into more deeply? The Chairman is interested in your feedback.

Action Item: MECC Members to submit comments re CJCS JOD Vision. Agenda item at next MECC. (OPR: J7 to solicit and collect comments, MECC to input.)

**5. 2007 National Defense Authorization Act (NDAA) Implications for JPME.** CAPT Arnold, J1 – NDAA 07 initiatives that effect PME/JPME; some are effective immediately, others are effective Oct 07. (Briefing Book, TAB 6.)

Summary:

- a. *JSO to JQO.* A report is due back to Congress in March 07 regarding JSO to JQO. This is an alternative to the Goldwater-Nichols approach to JSO. The alternative path gives credit for accruing experience and capability and provides relief for the sequencing requirement. The Strategic Plan Implementation Working Group (WG) is reviewing alternate paths and a multilevel approach to joint qualification. A GO/FO/SES Senior Advisory Group (DJ1 and VDJ7 represent JCS) is meeting to review the I-plan WG efforts.
- b. *Critical Billets.* The NDAA 07 removes the 800 critical billet requirement beginning Nov 07. 800 was a somewhat arbitrary number and the policy now is that JS will advise Congress on the correct level.
- c. *Joint Credit for JPME Instructors.* JPME I instructors are no longer going to be authorized to receive joint credit (effective 1 Oct 07). JPME II instructors will continue to get credit. Why? HASC was unaware that officers were already getting credit when they authorized it for JPME II instructors. When the question was asked back for the JPME Phase I instructors, one staffer in particular was adamant that JPME Phase I Instructors were not experienced enough to get credit. This is a major issue as MECC members see this potentially impacting faculty quality. It would be beneficial if MECC principals engaged congressional members when they conduct site visits to MECC institutions.

**6. J7 Topical JPME Issues.** Col Lynes, J7 – Discussed several topics concerning JPME. (Briefing Book, TAB 7).

Summary:

- a. COCOM staff concerns regarding Interagency (IA) content coverage in PME/JPME. At the Oct 06 World-wide Joint Training and Scheduling Conference the Combatant Command staff expressed a concern that

personnel being assigned were not formally educated to accomplish doctrinal IA coordination tasks.

Action Item: Query Combatant Commands requesting additional information to better understand stated concern that personnel being assigned were not formally educated to accomplish doctrinal IA coordination tasks. (OPR: J7)

- b. Instructional Joint Strategic Capabilities Plan (IJSCP). The JS J5 recently revised the nearly four year old JSCP. The Unclassified version is not yet available. JS J7 anticipates the J5 will be tasked by the SJS in Dec 06 to update the Instructional JSCP. Security is a concern.

Action Item: Produce IJSCP. (OPR: J5, OCR: J7)

- c. JOPEs access on Joint Doctrine and Education Info System (JDEIS). As the Joint pubs are relocated to JDEIS this poses inherent access challenges for education institutions and students. JS J7 is working through these issues. Document security classification and physical security is a concern.
- d. Joint Advanced Warfighting School (JAWS) Assignment Issues – Less than 50% of JAWS graduates are going to joint billets. A previous DJS-level memorandum to the Services had no effect.

Action Item: Prepare CJCS memorandum to Service Chiefs encouraging a higher joint assignment rate for JAWS graduates. (OPR: J7, OCR: J1)

- e. JPME I Memorandum of Agreement (MOA). MECC schools have had success with the JPME II MOA with the Services that outlines instructor qualifications for assignment.

Action Item: Develop a MOA between the Services regarding the cross-service assignment of JPME I instructors. (OPR: J7)

- f. Divergent “Faculty Counting” Process. Several issues have arisen with divergent counting approaches related to USCG, international military officers, and adjunct faculty.

Action Item: Develop a “Faculty Counting SOP” below the level of policy, brief at next MECC. (OPR: J7/MECC WG)

- g. Curricula Add-Ins. There is constant pressure to add new content to extant curricula. There is a strong push regarding language, joint



individual training, QDR initiatives, etc. Continued collaboration via the MECC creates a unified position regarding major pushes for curricula content.

**7. Intermediate Level Education Joint Planning Exercise.** Brig Gen Lindell, ACSC. (Briefing Book, TAB 8).

Summary: Proof of concept exercise in Mar 06 was a big success. In March 07, the exercise will expand to 3 simultaneous JTFs, two at CGSC (Leavenworth) and one at ACSC (Maxwell) tied together via VTC. Students will engage in a 5-day crisis action planning exercise based on the Joint Operations Planning Process in JP 5-0. ACSC and CGSC are coordinating closely with JFCOM for increased support. Way-ahead strategy is to expand the program to other ILE schools (Navy and Marines) and increase the number of students participating in each school—possibly up to 12 JTFs in the future.

Action Item: Update briefing re Intermediate Level Education Joint Planning Exercise proposal at next MECC. (OPR: ACSC; OCR: J7)

**8. Senior Joint IO Application Course.** Lt Gen Lorenz, AU. (Briefing Book, TAB 9).

Summary: Formerly the Senior Information Warfare Applications Course (SIWAC). Course goal is to provide a quality IO course for GO/FOs. One-week-week course intended for those GO/FOs that are currently in positions or slotted to fill positions to execute IO requirements.

- ✓ DJS Comment: Consider a change in the course title to reflect “Strategic Communications” since most of their content was SC related and not focused specifically on IO. He noted this was a course worth looking into and that he would raise this as an issue.

**9. JPME Phase II Alternate Delivery Options.** BG Bagby, JFSC. (Briefing Book, TAB 10).

Summary: Brief is in response to the DJS’ request (Apr 06 memo) to explore alternate delivery options for JPME II. Five options were presented, three versions which occur at current JFSC campus and two others that posit presentation in “non-JFSC” locations:

- a. Foundation JPME II Programs at JFSC (three variants):
  - 10-week JPME II (JCWS)
  - Blended (capitalize on existing AJPME course, 40 weeks)
  - Front Loaded DL Blended (5 months with last 5-weeks in residence)

b. Outreach Options (two variants):

- MTT (faculty travels to conduct F2F portion of blended JPME)
- Satellite Campus (11-12 months at COCOM/DC sites)

Legislative approval is required (Title 10 USC change) to make any policy changes regarding JPME II.

Action Item: Staff JPME Phase II Alternate Delivery COAs with CoCom and Services for planner-level Comment. (OPR: J7)

Action Item: Work with OCJCS/LA to "socialize" JPME Phase II Alternate Delivery COAs with Congressional staff. (OPR: J7)

Action Item: Develop JPME Phase II Alternate Delivery COAs as TANK item prior to Legislative change requests. (OPR: J7 OCR: NDU/JFSC)

10. **Special Areas of Emphasis (SAE) Nomination Review.** LTC Lusk, J7. . (Briefing Book, TAB 11).

Summary: SAEs highlight the concerns of OSD, the Services, COCOMs, Defense Agencies, and the Joint Staff regarding coverage of specific joint subject matter in the JPME producing colleges. They help ensure the currency and relevance of the colleges' JPME curricula and provide an independent view of what those curricula should address.

Proposed SAEs for 2007 were developed during the Joint Faculty Education Conference (JFEC) held in July 2006. The MECC WG vetted and approved the current version 27 Sep 06.

a. Three SAEs were recommended as carryovers from last year:

- Countering Ideological Support for Terrorism (CIST)
- Military Support to Security, Stability, Transition and Reconstruction Operations (SSTRO)
- Operational Net Assessment (ONA)

b. One proposed SAE was not approved (under the rationale that it had been "mainstreamed" into curricula via incorporation into Joint Doctrine and policy:

- Irregular Warfare (IW).

c. DJS directed that a fourth SAE "Strategic Communications" be added to the list.

Action Item: Add Strategic Communications SAE. (OPR: J7)

d. All four SAEs were accepted for submission.



Action Item: Promulgate 2007 CJCS SAE. (OPR: J7)

11. **Open Discussion.** Several short comments were made in open discussion – none were noted for follow up.

12. **Closing Remarks.** Director, Joint Staff provided closing comments. He articulated that if the schools ran across any papers written on joint matters that they felt were worthy of the Chairman's attention not to hesitate to send them forward, with an executive summary, to the JEDD or through BG Bartell. He thanked all attendees for their attendance and participation.

## TASK MATRIX

<b>TASK</b>	<b>OPR</b>	<b>OCR</b>
Query CoComs to determine if they are being provided with the cultural and regional awareness-trained people they need	J7	
Place Culture awareness training on agenda at next MECC	J7	
Place language and regional expertise education on agenda at next MECC	J7	
Place "Strategic Communication Way Ahead" on agenda at next MECC.	J7	
Develop Central & South American Defense College Engagement Strategy, brief at next MECC.	J7	J5
Submit comments re CJCS JOD Vision. Agenda item at next MECC	MECC	J7
Query Combatant Commands requesting additional information to better understand stated concern that personnel being assigned were not formally educated to accomplish doctrinal IA coordination tasks.	J7	
Produce Instructional Joint Strategic Capabilities Plan	J5	J7
Prepare CJCS memorandum to Service Chiefs encouraging a higher joint assignment rate for JAWS graduates.	J7	J1
Develop a MOA between the Services regarding the cross-service assignment of JPME I instructors.	J7	
Develop a "Faculty Counting SOP" below the level of policy, brief at next MECC.	J7	MECC WG
Update briefing re Intermediate Level Education Joint Planning Exercise proposal at next MECC.	ACSC	J7
Staff JPME Phase II Alternate Delivery COAs with CoCom and Services for planner-level Comment.	J7	
"Socialize" JPME Phase II Alternate Delivery COAs with Congressional staff.	OCJCS/ LA	J7
Develop JPME Phase II Alternate Delivery COAs as TANK item prior to Legislative change requests.	J7	NDU/ JFSC
Develop Strategic Communications as an additional SAE for inclusion in the Chairman's 2007 SAE list.	J7	
Promulgate 2007 CJCS SAE.	J7	